

BY ORDER OF THE COMMANDER

**AIR FORCE SPACE COMMAND
INSTRUCTION 10-120102**

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Supplement 1**

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Operations

“HOLDOVER”

★ CREW FORCE MANAGEMENT

COMPLIANCE WITH THIS INSTRUCTION IS MANDATORY

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AFSPCI 10-120102, 1 June 1998, is supplemented as follows:

Users should send comments and suggested improvements through appropriate command channels, to 14 AF/DOV, 747 Nebraska Ave., Suite A300-22, Vandenberg AFB, CA 93437-6282. Wings/groups may define additional requirements via a separate supplement to this instruction. Coordinate all wing/group supplements to this instruction through 14 AF/DOV prior to publication.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.. Changes reflect minor revisions to the Operations Review Board process, and identify Operations Review Panel process requirements. Additionally, the Basic Mission Ready (BMR) Program Officer responsibilities are identified, and Operations Manual guidance is added. Due to the streamlining of higher headquarters (HHQ) instruction, crew scheduling, shift requirements, and technical data and procedures issues have been addressed. The star (★) preceding the title indicates a major revision from the previous edition.

1.3.1. (Added). Status of BMR personnel. Program officers will track the number of proficiency shifts and recurring training. For wings with more than one group assigned, the group that operates the weapon system in which the BMR person maintains certification, will track the individual's BMR status.

1.3.1.1. Provide 14 AF/DOV the name, unit, projected date assigned, projected BMR date, and weapon system/mission for individuals entering the BMR program, prior to arrival on station. Also include Initial Qualification Training dates, projected Unit Qualification Training dates, and any anticipated delays in training.

1.3.1.2. Notify 14 AF/DOV within four duty days of a person in the BMR program being placed on restricted status or decertified. Provide reason for restriction/decertification and a projected date the individual will be removed from restricted status or recertified.

1.3.2. (Added). BMR Report. The report will consist of the unit, commander's name, weapon system/mission, and number of proficiency shifts for the previous month for each BMR individual. For units with an individual in BMR training, include the projected certification date. If changes are made to the projected certification date, include justification for the change.

1.4. Combat Mission Ready. Attachment 3 contains a matrix showing CMR crew position to unit correlation.

2. Coordinate MS certification requirements through 14 AF/DO.

4. Units with CMR/BMR personnel assigned, convene an ORB for a significant event when an initial assessment of the event cannot determine the root cause or indicates the root cause cannot be readily corrected through minimal retraining or minor procedural changes. When issues span across more than one organization, the organization whose primary or secondary mission was impacted will conduct the ORB. If issues span across more than one wing, the 14 AF will identify the lead organization and approval authority. Other organizations, to include those with MS roles, will support the ORB as required. Requirements of AFI 91-204, *Safety Investigations and Reports*, take precedence over this supplement and may require termination of an ORB.

4.1. (Added). ORB Guidance.

4.1.1. The ORB president will:

4.1.1.1. Oversee the ORB process.

4.1.1.2. Assist the commander in determining ORB participants, and ensure participants are notified of the ORB date and time. A safety representative, as defined in AFI91-202, *The Air Force Mishap Prevention Program*, and standardization/evaluation representative are mandatory participants for all ORBs. However, the safety representative will determine the appropriate

level of involvement, provided they have the appropriate security clearance. If the incident did not result in loss, damage, or injury, or pose a risk to property or personnel, the safety representative may deem participation unnecessary.

4.1.1.3. Ensure ORBs do not recommend adverse administrative personnel action.

4.1.1.4. Ensure ORB minutes distribution.

4.1.2. Forward 14 AF directed and significant event ORB minutes to 14 AF/DOV within 45 calendar days of a significant event, along with a letter indicating wing/group level review, as applicable. For ORB minutes requesting or requiring HHQ assistance, the wing/group will comment on actions taken and whether NAF or MAJCOM assistance is required. ORBs held for reasons other than 14 AF directed and significant events, need only be forwarded to the next level commander at the discretion of the approval authority. Upon approval, forward a copy of the ORB minutes to participating organizations and units (internal to the wing) with similar missions. If participating organizations find inaccuracies in the minutes, they will notify the ORB president. Provide 14 AF/DOV with an interim progress report and explanation of delay for ORB minutes that will not be forwarded to 14 AF/DOV within 45 calendar days. Do not delay forwarding the report to 14 AF because further actions are required to close an item. For group and unit ORBs, the wing commander may delegate this responsibility to the group commander.

4.1.3. The final ORB report should be kept unclassified; however, when classified information must be discussed in the minutes, efforts should be made to keep classification at the lowest level possible. The report will contain the following information in official memorandum format and in the specified order (**Attachment 4**):

4.1.3.1. Date the ORB convened and topic.

4.1.3.2. Personnel participating in the ORB. Include name, rank, duty title, and telephone number. If safety determines their involvement unnecessary, document the name and other required information of the individual making the determination, and in parenthesis state “determined safety involvement not necessary”.

4.1.3.3. Sequence of events (time, locations, etc.). Do not use the names of individuals to describe the sequence of events.

4.1.3.4. Mission Impact. Include a brief description of how the event impacted the primary or secondary mission. If there is no impact, state “None”.

4.1.3.5. Conclusion. Explain the cause(s) of the incident.

4.1.3.6. Personnel Corrective Actions: Identify any individuals, by position, placed on restricted status or decertified as a result of the incident. Also include a brief explanation of actions taken to remove individuals from restricted status/recertify individuals.

4.1.3.7. Other Recommendations/Action Items. Explain actions, excluding personnel corrective actions, taken to resolve the problem and preclude recurrence. Corrective actions involving procedural or operational changes will be coordinated through the agency having approval authority. Assign each recommendation/action item a unique tracking number, identify the responsible agency for taking corrective measures, and establish an estimated completion date. Also include a subject, describe actions taken to correct the deficiency, and include a status block indicating if the item is open or closed. Compose the tracking number as follows: the wing/group, the unit, last two digits of the year, and a sequential number (beginning with 001 each calendar year) (e.g., 821-137SWS97-001, 50-4SOPS97-003, etc.). Additional action item information, necessary for local use, may be added after the status block.

4.1.4. Track open ORB action items through the Operation Review Panel (ORP) until closed.

5. Waiver Authority. 14 AF/CV is the waiver authority for this instruction unless specifically stated otherwise. Waivers will be granted on an individual and controlled basis. Waiver authority may not be delegated.

6. Initial Operations Capability (IOC) for New or Upgraded Systems. The wing/group will conduct an Initial Operations Assessment (IOA) to determine if a unit's operations, training, standardization and evaluation, and crew force management programs are sufficient to adequately support new or upgraded system operations. Assess each area a rating of pass or fail. The wing/group determines and documents pass/fail criteria. As a minimum, units must be in compliance with all critical checklist/Space Inspection Guide items to receive a pass rating. However, compliance in itself with all critical checklist/Space Inspection Guide items does not necessarily constitute a pass rating. Any units not in compliance with all critical checklist/Space Inspection Guide items will be rated fail in that specific area. The IOA team will prepare a report with results and recommendations on the unit's ability to meet mission requirements. A copy of the report will be forwarded to the unit commander, group commander, and 14 AF/DO. If the IOA is rated fail, the IOA report will be forwarded to the wing commander for assessment and IOC recommendation. System upgrades not managed through the IOC process, do not require an IOA, unless deemed necessary by the wing/group or directed by 14 AF/CC.

7.2. The 14 AF will establish a process to identify potential ORB trends.

7.2.8. (Added). 14 AF/DO will:

7.2.8.1. Review ORB minutes.

7.2.8.2. Direct the convening of an ORB, as necessary, via memorandum/message. For issues spanning across more than one wing, identify the lead organization and approval authority. Discuss problem areas with the wing/group and provide assistance, as requested.

7.2.8.3. Request USSPACECOM/J3 to direct the Missile Warning Center and/or the Space Control Center to attend or conduct an ORB, when deemed necessary.

7.2.8.4. Send a review memorandum/message to the respective wing indicating 14 AF concurrence or directing the wing/group to take additional actions concerning ORB results, as appropriate.

7.2.8.5. Appoint individuals as 14 AF ORB members, when necessary.

7.2.9. (Added). 14 AF/DOV will:

7.2.9.1. Staff ORB minutes.

7.2.9.2. Monitor ORB action items, through closure, and evaluate corrective actions for standardization across wings.

7.2.9.3. Monitor the BMR program for the 14 AF/CC, and subordinate wings.

7.2.10. (Added). 14 AF/SE will review ORB minutes for possible safety impact and trends, provide guidance when appropriate, and forward to HQ AFSPC/SE, as necessary.

7.2.11. (Added). 14 AF/LG will review ORB minutes for possible logistic issues and trends, and provide assistance, as necessary.

7.3.7. (Added). The wing commander will:

7.3.7.1. Direct units to conduct an ORB through the applicable group, when necessary.

7.3.7.2. (Except 14 AF directed ORBs) Determine the approval authority for wing ORB and ORP minutes and those of subordinate groups/units.

7.3.7.3. Approve minutes and convene 14 AF directed ORBs.

7.3.7.4. Appoint a president for wing ORBs, as necessary, and determine participants.

7.3.7.5. Provide unit assistance or request HHQ assistance when necessary.

7.3.7.6. Take additional actions on ORB issues as required by 14 AF review memorandum/message.

7.4.5. (Added). Group commanders will:

7.4.5.1. Establish an ORB program.

7.4.5.1.1. Convene ORBs as necessary.

7.4.5.1.2. Appoint a president for group ORBs, as necessary, and determine participants.

7.4.5.1.4. Request HHQ assistance when necessary.

7.4.5.2. Appoint a primary and alternate BMR Program Officer, and forward a copy of the appointment letter to 14 AF/DOV. The appointment letter will include the name, rank, office symbol, duty phone, and e-mail address.

7.4.6. (Added). Group Standardization/Evaluation office will:

7.4.6.1. Act as wing point of contact for questions pertaining to ORBs.

7.4.6.2. Track all ORBs and monitor action items resulting from ORBs, through closure, verifying corrective actions are sufficient to prevent recurrence.

7.4.7. (Added). The BMR Program Officer:

7.4.7.1. Monitors the status of BMR personnel in their group, to include the Wing Commander and Vice Commander, as applicable.

7.4.7.2. Forwards the BMR report to 14 AF/DOV by the 10th calendar day of each month.

7.5.11. (Added). Squadron and Detachment commanders will:

7.5.11.1. Convene ORBs as necessary.

7.5.11.2. Appoint a president for unit ORBs, as necessary, and determine participants.

7.5.11.3. Request HHQ assistance for ORB items through their parent wing/group, when necessary.

9.2. CMR Special Application. Subject matter experts and CMR designations will be documented on the AFSPC Form 91, **Individual's Record of Duties and Qualification**.

9.4.5. (Except spacelift and ARC) Any 45-calendar day period, regardless of starting date, must contain two duty shifts.

10.2. Operations Flight Commanders, at units with CMR positions, will maintain CMR certification in the most senior position commensurate with their rank.

10.3.1. (Added). Squadrons/units will develop a scheduling process to plan, generate, and update crew schedules. Space squadrons/units with launch activities will develop a schedule based on the launch activity; all others will maintain a monthly schedule. The schedule should take into consideration operations, training, evaluations, inspections, competitions, and maintenance requirements, as a minimum.

10.3.1.1. The crew schedule will identify all crew operations requirements including individual duty shifts, leaves, and TDYs. Coordinate the schedule with affected agencies as necessary.

10.3.1.2. Write-in changes are acceptable.

10.3.1.3. Operational duty shifts should normally be 8 hours, but not exceed 12 hours. The 14 AF target is an average of two duty shifts per month. For extreme conditions where weather prevents crew rotation, operational duty shifts may exceed 12 hours. Unit commander will be waiver granting authority for extended crew shift requirements.

10.3.1.4. The maximum authorized break between duty periods will not exceed 4 days. This applies only to those individuals on alternative work schedules (e.g., six on-four off). Operations personnel assigned to staff duties will adhere to requirements established in DODD 1327.5, *Leave and Liberty*, and AFI 36-3003, *Military Leave Program*.

10.3.2. (Added). Priorities. When scheduling crew duties, apply the following priorities.

10.3.2.1. Priority 1: Primary mission objectives.

10.3.2.2. Priority 2: Higher Headquarters (HHQ) inspections, assessments, standardization visits, and unified or MAJCOM exercises.

10.3.2.3. Priority 3: Training, evaluations, system testing, and local exercises.

10.3.3. (Added). Scheduling Limitations. The unit commander or operations officer may waive the following limitations, for a period not to exceed 1 month, to meet mission requirements. Waivers to scheduling limitations exceeding 1 month will be approved by the group commander. A copy of all waivers will be forwarded to 14 AF/DOV.

10.3.3.1. Do not schedule or perform operational duty or training within 12 hours before duty reporting time. Duty reporting time may be up to, but not exceed, 12 hours prior to the end of CMR duties.

10.3.3.2. During the 12 hour period prior to duty reporting time, crews should have time for meals, transportation, and the opportunity for 8 hours of uninterrupted rest.

10.3.3.3. Under unusual circumstances (e.g., sudden illness, increased operational activity, etc.), the commander or operations officer may place a crew on operational duty at any time, provided they have had the opportunity for 8 hours of uninterrupted rest.

10.7. (Added). Shift Requirements:

10.7.1. Prioritization. The Operational Risk Management (ORM) process will be applied to make calculated decisions on human, material, and environmental factors before, during, and after Air Force operations per AFI 91-213, *Operational Risk Management (ORM) Program*, and AFPAM 91-215, *Operational Risk Management (ORM) Tools*. The specific situation dictates how the crew applies the ORM process, thus prioritizing actions when a risk based on human, material, or environmental factors must be weighed against mission accomplishment. Individuals should accept risks only to the point where the benefits outweigh the potential cost, but will not accept unnecessary risk. If a situation directly threatens mission accomplishment by placing resources at an unacceptable level of risk, the crew commander will direct actions to eliminate or reduce the hazard to an acceptable level, within his or her capabilities. To as much extent as possible, crew commanders should delegate tasks appropriately to allow simultaneous processing of mission and hazard elimination/reduction. The crew accomplishes all activities using the following priorities:

10.7.1.1. Priority 1 - Real-time mission accomplishment. These are activities requiring immediate attention (e.g., satellite contacts, missile warning events, interference, real-time reporting requirements, etc.).

10.7.1.2. Priority 2 - Direct mission support. Preparation activities for accomplishing the real-time mission (e.g., status monitoring, equipment checkout, mission scheduling, etc.).

10.7.1.3. Priority 3 - Indirect mission support (e.g., training, evaluations, additional duties, etc.).

10.7.2. Shift Duty. The following are the minimum requirements for space operations shift duty.

10.7.2.1. All crew positions designated as CMR will be manned by CMR certified personnel during real world mission operations. The Crew Commander (CMDR) or Crew Chief (CCH), if applicable, is ultimately responsible for all activities, operations, security, and personnel in the operations area. The CMDR/CCH has authority over all personnel in the operations area, including those falling under other administrative chains of command.

10.7.2.2. A CMR crew member may temporarily relinquish responsibility for his or her duty position to another individual CMR in the crew position. A changeover briefing is required.

10.7.3. Actions Prior to Assumption of Crew Duty:

10.7.3.1. Receive shift changeover briefing from the off-going crew. At a minimum, the briefing will include environmental conditions, equipment status, mission status, unusual events, security status, to include duress words, and identify new or changed Temporary Procedures (TPs) or Crew Information File (CIF) items, as applicable.

10.7.3.2. Inventory COMSEC materials in accordance with instructions provided by the local COMSEC custodian.

10.7.3.3. Review new or changed TPs and “HOT” CIF items.

10.8. (Added). Operations Log. Use locally devised logs to document significant events occurring during the duty shift. If only one flight or crew log is maintained, annotate the names of all personnel performing duty during the shift. If the log is maintained on a computer, annotate the personnel performing duty in the computer log. The individual responsible for maintaining the log annotates his or her name in the log before assuming duty, at completion of duty, or both as determined locally. If a computer log is maintained, the name of the individual assuming duty will be documented in a separate sign in/out log.

10.9. (Added). Crew Information File. The CIF provides new or updated information impacting operations to flight and crew members. Review CIFs at least weekly to ensure currency of information, and remove items that are no longer current. Items of general nature, not specifically pertaining to crew duty, should be posted in a separate read file. The CIF binder (may be part of a combined CIF/TP binder) will include at a minimum:

10.9.1. An index identifying current CIFs, to include: CIF number, classification, subject, section the CIF is filed in, date posted, date CIF is rescinded, and a name of individual posting and rescinding the CIF.

10.9.2. A log reflecting crew member acknowledgment of CIFs (may be part of a combined CIF/TP log).

10.9.3. A “HOT” file section containing items requiring immediate attention which could affect mission accomplishment.

10.9.4. An operations section containing items related to operations, but not of an immediate nature.

10.10. (Added). Operations Standards. A person must not act as a crew member of an operations crew while:

10.10.1. Under the influence of alcohol or its aftereffects. Operations crew members will not consume alcoholic beverages during an 8 hour period prior to assumption of crew duties.

10.10.2. Under the influence of or using a drug that affects the ability to safely perform assigned duties. Operations crews may not self-medicate except IAW AFI 48-123, *Medical Examinations and Standards*.

10.10.3. Physical/mental condition is suspect or known to be detrimental to safety as determined by the flight surgeon.

11.2.1. (Added). Guidance for preparing USAF-approved technical orders (TOs) is addressed in MIL-PRF-38314, *Performance Specification, Manuals, Technical: Operation and Associated Checklist (Space Systems), Preparation of*. Units with existing operations manuals that fall outside the USAF-approved TO system, will convert to the format specified in MIL-PRF-38314 when major changes/revisions are required to keep data current. Wings/groups may convert to the MIL-PRF-38314 format independent of major changes/revisions if personnel and material resources permit such development.

11.2.2. (Added). For units with USAF-approved TOs, issue each operator one TO. Wings will determine whether copies of the TO must either remain fully intact or if individual sections may be separated. Individuals are not authorized to remove portions of sections (e.g., checklists) and place them in a separate binder.

11.2.3. (Added). Annotations on the paper technical data page must be in soft erasable black or red pencil only. All markings, except supplement entries, must be completely erased before manual turn-in. Authorized annotations are:

11.2.3.1. Any annotation that does not obscure printed material, is non-directive in nature, and does not change the context or classification of the material being annotated.

11.2.3.2. Underlining which does not obscure or line out printed material.

11.2.3.3. Color highlighting on acetate that does not obscure the printed material.

11.3. Space Operations Procedures. Track new and proposed changes to permanent procedures, through closure, and temporary procedures using the Operations Review Panel (ORP) process.

11.3.2.6. (Added). Positional Checklists. For units using USAF-approved TOs to conduct operations, checklists which address procedures not specific to the designed function of the defense/weapon system (non-TO checklists) will be maintained in a separate binder. Such procedures may include but are not limited to the following: safety (e.g., fires external to the operations center, severe weather/natural disaster, accident/injury/illness), security (e.g., physical security violations, THREATCONs, bomb threats) and LERTCON (e.g., Space Emergency Action Message (SEAM) validation, SEAM processing).

11.3.2.6.1. Format.

11.3.2.6.1.1. Units with approved TOs. Operational checklists that are not included in the TO will be formatted per MIL-PRF-38314.

11.3.2.6.1.2. Units without approved TOs. Units will convert individual operational checklists to the format specified in MIL-PRF-38314 as such checklists are updated or changed.

11.3.2.6.2. Numbering.

11.3.2.6.2.1. Units with approved TOs. Wings/groups will standardize checklist numbering for procedures not included in the TO.

11.3.2.6.2.2. Units without approved TOs. Units will comply with the standardized checklist numbering scheme below. Start checklists in a series with the same series number. If there are two or more checklists in a series, identify them by placing a dash after the series number and sequentially numbering them (i.e., 3-1, 3-2, etc.). If a unit does not require a specific checklist series, do not use that series.

Series Number	Title
1	Site reporting Satellite Operations (50 SW) Spacelift Operations Other Operations
2	ECM/EMI
3	Security
4	Launch Weather Procedures
5	Severe Weather / Natural Disaster
6	Fire
7	Accident / Injury
8	Intelligence
9	System Configuration
10	Communications
11	LERTCONs / Formatted Messages
12	Improper Authentication
13	Test Control Procedures
14	Space Surveillance
15	Satellite operations (21 SW)
16	Satellite Support
17	Shift Changes
18	Evacuation
19	Miscellaneous

11.3.3.2.1.1. (Added). Temporary Procedure Request. TPRs will address the following items as a minimum:

11.3.3.2.1.1.1. Identify the procedure requiring change, to include proposed changes.

11.3.3.2.1.1.2. Identify positions affected.

11.3.3.2.1.1.3. Identify any special training/evaluation required to implement the TP.

11.3.3.2.1.1.4. Include an ORP tracking number.

11.3.3.2.1.1.5. Identify affected checklists.

11.3.3.2.1.2. (Added). TPRs will be maintained in a binder(s). The TP binder (may be part of a combined CIF/TP binder) will include:

11.3.3.2.1.2.1. An index identifying current TPs, to include: ORP number, classification, subject, category of TP, date posted, date TP is rescinded, and a name of individual posting and rescinding the TP. The index may be updated, eliminating rescinded TP entries, after the rescinding of the TP is documented in the ORP minutes.

11.3.3.2.1.2.2. A log reflecting crewmember acknowledgment of TPs (may be part of a combined CIF/TP log).

11.3.3.2.1.3. (Added). At a minimum, review TPs every 30 days for currency. Prior to the 90th day, units will extend, rescind, or incorporate the TP actions into a permanent procedure. TPs may be extended for more than 90 days when special circumstances are warranted, but extensions must be approved by the appropriate approval authority. The next higher approval authority approves TPs extended past 180 days. Rescind TPs after they are incorporated into permanent procedures.

11.3.4. (Added). Approval Authority. The approval authority for temporary and permanent procedures is as follows (except Technical Order procedures):

11.3.4.1. Unit commanders determine approval authority for procedures affecting only a single unit.

11.3.4.2 Group commanders determine the approval authority for procedures affecting multiple units within the same group.

11.3.4.3. Wing commanders determine the approval authority for procedures affecting multiple groups within the same wing.

11.3.4.4. The 14 AF/DO, or deputy, is the approval authority for procedures that affect more than one wing. The originating wing will coordinate the recommended procedure through other applicable wings, and forward the coordinated package to 14 AF/DO.

12. (Added). Operations Review Panel. The ORP proactively considers current and long term factors affecting the organization's ability to accomplish the mission, resulting in maximized mission effectiveness. The ORP ensures operations documentation is in place and completion of applicable training and evaluation prior to implementing new or changed procedures.

12.1. ORP Process. The ORP process is a means to formally coordinate items ensuring technical and operational accuracy, standardization of products, and consideration of applicable safety measures. Wings/groups and all subordinate units will establish ORP processes to review items appropriate to their level. Wings/groups may standardize these processes as necessary.

12.1.1. Only personnel necessary to ensure technical and operational accuracy, standardization, and safety measures need review a specific item.

12.1.2. The wing/group or unit, as applicable, will identify and document the personnel necessary to coordinate on each ORP item.

12.1.3. Coordinate the following items using the ORP process. Other items may be included at the discretion of the ORP chairperson. Assign all ORP items a unique tracking number. Wings will develop a standardized tracking number system for their respective units. Items may be routed for coordination and approval, then implemented prior to the meeting, but will be documented in the next ORP minutes.

12.1.3.1. New or changed mission requirements.

12.1.3.2. Operations procedures (e.g., TPs, CIFs, checklists, passplan templates, etc.).

12.1.3.3. Training requirements/products, if no other formal coordination process exists.

12.2. ORP Meeting:

12.2.1. The wing commander determines if ORPs are conducted at the wing or group level. Each level, as required, will convene an ORP at least quarterly. An ORP chairperson will be appointed by the commander at the respective level.

12.2.2. The ORP meeting should:

12.2.2.1. Track the status of items identified in paragraph 12.1.3., through closure.

12.2.2.2. Review trends identified by TEMAP.

12.2.2.3. Verify correction of documentation errors identified through other processes.

12.2.2.4. Review personnel readiness status.

12.2.2.5. Track the status of open ORB action items through closure. Unit ORPs track the status of unit ORB action items. Wing/group ORPs track the status of all ORB action items; resulting from 14 AF directed ORBs, where a significant event generates the ORB, and any other ORB action items where HHQ assistance is required.

12.3 ORP Minutes. Publish minutes for all ORPs. Commanders determine and document the approval authority for ORP minutes at their corresponding level. If the minutes contain issues that affect more than one wing, the originating wing will coordinate the issue through other applicable wings, and forward the coordinated minutes package to 14 AF/DO for approval

12.3.1. Wings will establish policy for format of ORP minutes. However, the ORP minutes must contain the following information:

12.3.1.1. Date the ORP convened.

12.3.1.2. Personnel participating in the ORP. Include name, rank, duty title, and telephone number.

12.3.1.3. Status of Items. For each item, include the tracking number, office of primary responsibility, a subject, current status of the item, planned or actual implementation date (if applicable), and an entry indicating if the item is open or closed.

12.3.2. Wings will determine the distribution of minutes. Forward an informational copy of approved ORP minutes to the corresponding Initial Qualification Training unit, if applicable. Additionally, forward a copy of approved wing/group level ORP minutes, without attachments, to 14 AF/DOV.

HENRY W. POBURKA, JR. Colonel, USAF
Chief of Operations

Attachment 1**Terms (Added).**

(Added). Initial Operations Assessment (IOA). An assessment of the unit's operations, training, standardization and evaluation, and crew force management programs, prior to IOC.

(Added). Operations Review Board (ORB). A fact-finding body convened to investigate, recommend corrective actions, and document a significant event. ORBs will analyze these events to determine if operational procedures were deficient, a personnel error occurred, hardware or software deficiencies exist, training requirements or programs are deficient, or any combination of the above or other circumstances were contributing factors. If an initial assessment of the event indicates the root cause can be readily corrected through minimal retraining or minor procedural changes, an ORB is not required.

(Added). Operations Review Panel (ORP). A body that convenes to review processes, resolve issues, and track the status of activities pertaining to operations, training, standardization and evaluation, and crew force management.

(Added). Significant Event. An abnormal event that results in, or may potentially result in (as determined by the ORB convening authority), the degradation or loss of a primary or secondary mission capability.

Attachment 3 (Added).**CMR Crew Position to Unit Matrix**

NOTE: The duty positions listed below are CMR positions. Individuals may have a duty title different from the position in which they are CMR certified (i.e., Flight Commander duty title - CMR certified in Crew Commander duty position, Missile Warning Operations Crew Chief duty title - CMR certified in Crew Chief duty position).

Space Warning/Space Surveillance/Satellite Command and Control

Crew Chief — CCH

Crew Commander — CMDR

Data Systems Operator — DSO

Data Systems Supervisor — DSS

Deputy Crew Commander — DCMDR

Detection Radar Operator — DRO

Ground Systems Operator — GSO

Payload System Operator — PSO

Satellite Systems Operator — SSO

Satellite Vehicle Operator — SVO

Space Object Identification Operator — SOI

Space Surveillance System Controller — SSSC

Systems Console Operator — SCO

Tracking Console Operator — TCO

Warning Systems Operator — WSO

	CCH	CMDR	DSO	DSS	DCMDR	DRO	GSO	PSO	SSO	SVO	SOI	SSSC	SCO	TCO	WSO
CGS		X		X			X								
EGS	X	X		X											
OGS		X		X			X								
TGS	X	X	X												
MGS	X	X													
1 CACS	X	X										X	X		
2 CACS		X										X	X		
3 CACS	X	X			X										X
3 SPSS		X											X		
4 SPSS	X	X											X		
5 SPSS		X											X		
6 SWS	X	X											X		
7 SWS	X	X											X		
10 SWS	X	X													
12 SWS	X	X											X		
13 SWS	X	X				X					X			X	
18 SPSS Det 4	X														
20 SPSS	X	X											X		
1 SOPS	X	X					X		X	X					
2 SOPS	X	X					X	X	X	X					
3 SOPS	X	X							X	X					
4 SOPS	X	X							X	X					

Spacelift

Aerospace Control Officer — ACO
 Air Force Launch Director — AFLD
 Air Force Launch Crew Commander — AFLC
 Deputy Air Force Launch Crew Commander — DAFLC
 Mission Flight Control Officer — MFCO
 Range Control Officer — RCO
 Range Operations Commander — ROC
 Spacelift Commander — SCMDR

	ACO	AFLD	AFLC	DAFLC	MFCO	RCO	ROC	SCMDR
SW CC/CV								X
SW/SEO					X			
OG CC/CD								X
RANS	X					X	X	
1 SLS		X	X	X				
2 SLS		X	X	X				
3 SLS		X	X	X				

Attachment 4 (Added).

Operations Review Board Minutes

MEMORANDUM FOR XX OG/CC

FROM: XX SWS/CC
1600 Pennsylvania Ave.
Anywhere AFB, TX 12345

Subject: Operations Review Board (ORB) for whatever event

1. Date: 12 Jan 98

2. Participants:

Doe, John M.	Maj	Operations Officer	9-0001
Doe, Jane E.	Capt	Safety	9-0002 (determined safety involvement not necessary)

3. Sequence of events: Enter a brief description of events leading up to the incident causing the ORB (time, locations, etc.). Do not use the names of individuals to describe the sequence of events.

4. Mission Impact: The incident resulted in loss of mission data for two satellite passes. If there is no mission impact, state "None".

5. Conclusion: The incident was attributed to an error in current procedures and inadequate training.

6. Personnel Corrective Actions: The Crew Chief was placed on restricted status. The Operations Officer directed Individual Training and a Special Evaluation.

7. Other Recommendations/Action Items:

Tracking Number: 821-137SWS97-001 **POC:** XX OSS/OSOT **ECD:** 3 Mar 98

Subject: Incorrect procedures for tasking objects.

Action: The SG instruction is currently being rewritten.

Status: Open.